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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget of the United Nations Logistics Base at Brindisi for the period from 1 July 2002 to 30 June 2003

Report of the Secretary-General

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Summary

The present report contains the performance report for the budget of the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2002 to 30 June 2003.

Expenditures for the United Nations Logistics Base for the period from 1 July 2002 to 30 June 2003 have been linked to the objective of the Logistics Base through a results-based framework under a support component.

Performance of financial resources
(Thousands of United States dollars. Budget year is from 1 July 2002 to 30 June 2003.)

Category	*Apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
Civilian personnel	6 336.9	6 863.9	(527.0)	(8.3)
Operational requirements	7 956.3	7 583.6	372.7	4.7
Gross requirements	**14 293.2**	**14 447.5**	**(154.3)**	**(1.1)**
Staff assessment income	1 077.0	1 086.9	(9.9)	(0.9)
Net requirements	**13 216.2**	**13 360.6**	**(144.4)**	**(1.1)**
Voluntary contributions in kind (budgeted)	—	—	—	—
Total requirements	**14 293.2**	**14 447.5**	**(154.3)**	**(1.1)**

Human resources incumbency performance

Category	*Approved*[a]	*Planned (average)*	*Actual (average)*	*Vacancy rate (percentage)*[b]
International staff	35	31	25	19.7
National staff	95	85	83	6.8

[a] Represents the highest level of authorized strength.
[b] Based on monthly incumbency and approved monthly strength.

The actions to be taken by the General Assembly are set out in section V of the present report.

I. Introduction

1. The budget for the maintenance of the United Nations Logistics Base at Brindisi, Italy, for the period from 1 July 2002 to 30 June 2003 was set out in the report of the Secretary-General of 14 March 2002 (A/56/871) and amounted to $16,178,400 gross ($14,796,300 net). It provided for 41 international staff and 145 national staff. On the basis of the recommendation of the Advisory Committee on Administrative and Budgetary Questions contained in paragraph 24 of its report dated 12 April 2002 (A/56/887/Add.10), the General Assembly, by its resolution 56/289 of 27 June 2002, appropriated an amount of $14.3 million gross ($13.2 million net) for the maintenance of the Logistics Base for the period from 1 July 2002 to 30 June 2003. The approved budget provided for 35 international and 95 national staff. The total amount has been assessed on Member States.

II. Mandate performance

2. The United Nations Logistics Base has been in operation since late 1994 under a rent-free arrangement with Italy. The memorandum of understanding regarding the use by the United Nations of the facilities was signed by the Secretary-General and Italy on 23 November 1994 and amended on 7 December 2001.

3. The Logistics Base is mandated to help the Security Council achieve an overall objective, namely, to ensure effective and efficient peacekeeping operations.

4. Within this overall objective, the Logistics Base has, during the performance report period, contributed to the expected accomplishment by delivering related key outputs, shown in the framework below. The framework has been presented along five programmatic lines, namely, maintenance of assets and facilities, supply and warehousing, communication and information technology, training and air operations.

5. The frameworks represent a shift towards a results-based budgeting approach. The 2002/03 budget did not include a standard framework for planned results, which would have been the baseline against which performance would be measured and reported. Therefore, the mandate performance of the Logistics Base is presented in a transitional format showing the actual indicators of achievement and actual outputs during the 2002/03 period for which information was available.

Component 1: Support

Expected accomplishments	*Actual indicators of achievement*
1.1 Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	1.1.1 Damaged sea shipments reduced from 0.1% of total dispatched/outgoing shipments in 2001/02 to 0% in 2002/03 and damaged air shipments reduced from 0.07% in 2001/02 to 0.01 per cent in 2002/03
	1.1.2 Network (satellite and terrestrial connections) with services to all peacekeeping missions, which includes telephone calls, e-mail messages, Internet, Lotus Notes, databases and MARS facsimile data, was operational 99.5% of the time

Actual outputs

Maintenance of assets and facilities

- Managed and maintained the following:
  - Shelving of 5 transport buildings
  - Waterproofing in 1 building
  - Graveled area of 9,600m^2 next to the satellite farm
  - Constructed new 750 m asphalt road in operational area
  - Maintained 4 United Nations Logistics Base vehicle lifts, 47 central heating systems, a central air conditioning system and 23 mechanical doors of warehouse
  - Repaired 15% of the damaged concreted runway areas
  - Installed softwall workshops by enlarging 4 concrete slabs by 25%
  - Wired, buried and installed electrical cables from the power station to the buildings in San Pancrazio
- Maintained 44 buildings and open storage areas of 365,705m^2
- Installed a 500 kVA generator for back-up supply in the Base's operational area
- Installed dehumidifying system in the information technology warehouse building
- Installed jet-blast wall at aeroplane taxi area Bravo Papa and Bravo 7
- Installed fire safety systems in 4 buildings

Supply and warehousing

- 1,394 incoming shipments recorded by the Receiving and Inspection Unit and 1,214 incoming shipments processed by Movements Control Unit, weighing a total of 8,500 tons
- 122 shipments of cargo to peacekeeping missions, including preparation, loading, customs formalities, raising requisitions, requesting insurance coverage, tracking of shipments and certification of vendor invoices, broken down by method of shipment as follows:
  - 64 air commercial aircraft shipments weighing 19.7 tons
  - 15 United Nations aircraft shipments weighing 156.9 tons
  - 29 sea commercial shipments weighing 509.6 tons
  - 14 United Nations convoy shipments weighing 240.9 tons

Communication and information technology

- Maintained worldwide communication and information technology networks for peacekeeping, missions and headquarters including provision of worldwide voice, video and data network
- Installed an EMC Corporation-built real time data storage for Department of Peacekeeping Operations critical data backup
- Installed a Stonesoft Corporation-built firewall cluster and CISCO Network Intrusion D tection System for maximum Department of Peacekeeping Operations network security against hacking or attacks
- Handled 65 information technology problem-reporting calls daily (from 12 missions)
- Procured approximately 6% Communication and Information Technology Service strategic deployment stocks

Training

- Hosted 100 courses for 1,228 participants (from 12 missions)

Air operations

- Handled 150 aircraft movements

III. Resource performance

A. Financial resources

(Thousands of United States dollars. Budget year is from 1 July 2002 to 30 June 2003.)

Category	Apportionment (1)	Expenditure (2)	Variance Amount (3) = (1) - (2)	Variance Percentage (4) = (3) ÷ (1)
Civilian personnel				
International staff	2 823.3	3 051.9	(228.6)	(8.1)
National staff	3 513.6	3 812.0	(298.4)	(8.5)
United Nations Volunteers	—	—	—	—
Subtotal	**6 336.9**	**6 863.9**	**(527.0)**	**(8.3)**
Operational costs				
General temporary assistance	—	—	—	—
Government-provided personnel	—	—	—	—
Civilian electoral observers	—	—	—	—
Consultants	—	—	—	—
Official travel	10.5	5.2	5.3	50.5
Facilities and infrastructure	285.1	281.5	3.6	1.3
Ground transportation	2 973.7	2 730.6	243.1	8.2
Air transportation	1 390.6	1 028.4	362.2	26.0
Naval transportation	—	—	—	—
Communications	—	—	—	—
Information technology	1 123.2	1 142.0	(18.8)	(1.7)
Medical	1 023.5	1 004.6	18.9	1.8
Special equipment	36.0	25.8	10.2	28.3
Other supplies, services and equipment	—	—	—	—
Quick-impact projects	1 113.7	1 365.4	(251.7)	(22.6)
Subtotal	—	—	—	—
Gross requirements	**7 956.3**	**7 583.6**	**372.7**	**4.7**
Staff assessment income	**14 293.2**	**14 447.5**	**(154.3)**	**(1.1)**
Net requirements	1 077.0	1 086.9	(9.9)	(0.9)
Voluntary contributions in kind (budgeted)	**13 216.2**	**13 360.6**	**(144.4)**	**(1.1)**
Total requirements	—	—	—	—
	14 293.2	**14 447.5**	**(154.3)**	**(1.1)**

B. Other income and adjustments

Category	*Amount (Thousands of US dollars)*
Interest income	2 838.0
Other/miscellaneous income	118.0
Voluntary contributions in cash	—
Prior period adjustments	—
Savings on, or cancellation of prior-period obligations	372.0
Total	**3 328.0**

C. Non-budgeted contributions

Category	*Actual value (Thousands of US dollars)*
Memorandum of understanding[a]	1 058.8
Voluntary contributions in kind (non-budgeted)	—
Total	**1 058.8**

[a] Inclusive of office buildings, workshop structures and warehouse structures from the Republic of Italy.

IV. Analysis of variances[1]

	Variance	
International staff	($228.6)	(8.1%)

6. Additional requirements were due mainly to post adjustment, which increased each subsequent month from 4.4 per cent in July 2002 to 22.5 per cent in June 2003.

	Variance	
National staff	($298.4)	(8.5%)

7. Additional requirements were due mainly to the appreciation of the euro as compared to the United States dollar during the financial period.

	Variance	
Consultants	$5.3	50.5%

8. Reduced requirements were due mainly to the reduced cost of consultancy services for the design and upgrading of Buildings 92 and 94.

[1] Resource variance amount are expressed in thousands of United States dollars.

	Variance	
Facilities and infrastructure	$243.1	8.2%

9. Reduced requirements relate mainly to the regular maintenance of three ground power units, which was not required, as two out of three units were transferred to the United Nations Organization Mission in the Democratic Republic of the Congo and strategic deployment stocks.

	Variance	
Ground transportation	$362.2	26.0%

10. Reduced requirements were due to the receipt of three light forklifts, two medium forklifts, one light recovery truck and one 44-passenger bus from liquidation related to the United Nations Mission in Bosnia and Herzegovina.

	Variance	
Medical	$10.2	28.3%

11. Reduced requirements were due to the procurement of same quality medical supplies from local instead of international vendors, thus saving on freight charges.

	Variance	
Other supplies, services and equipment	($251.7)	(22.6%)

12. Additional requirements were the result of unbudgeted losses on exchange resulting from the appreciation of the euro.

V. Actions to be taken by the General Assembly

13. **The actions to be taken by the General Assembly in connection with the financing of the United Nations Logistics Base at Brindisi, Italy, are:**

(a) **To approve the additional requirements of $154,300 gross for the period from 1 July 2002 to 30 June 2003;**

(b) **To apply other income/adjustments for the period ended 30 June 2003 amounting to $3,328,000 from interest income ($2,838,000), other/miscellaneous income ($118,000) and savings on or cancellation of prior-period obligations ($372,000) to offset the additional requirements in paragraph (a) above;**

(c) **To decide on treatment of the balance of other income/adjustments for the period ended 30 June 2003 amounting to $3,173,700.**

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Performance report on the budget for the support account for peacekeeping operations for the period from 1 July 2002 to 30 June 2003

Report of the Secretary-General

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Summary

The present report contains the performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2002 to 30 June 2003.

Financial resource performance
(Thousands of United States dollars)

	1 July 2002 to 30 June 2003		*Variance*	
Category	*Apportionment*	*Expenditure*	*Amount*	*Percentage*
Post requirements	81 539.6	79 709.8	1 829.8	2.2
Non-post requirements	19 356.6	17 435.6	1 921.0	9.9
Gross requirements	**100 896.2**	**97 145.4**	**3 750.8**	**3.7**
Staff assessment income	13 739.3	13 057.3	682.0	5.0
Net requirements	**87 156.9**	**84 088.1**	**3 068.8**	**3.5**

Human resources — incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	427	380	11.0
General Service and related	275	265	3.7

The action to be taken by the General Assembly is set out in section IV of the present report.

Abbreviations

MICAH	International Civilian Support Mission in Haiti
MINUCI	United Nations Mission in Côte d'Ivoire
MINURSO	United Nations Mission for the Referendum in Western Sahara
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
UNAMIR	United Nations Assistance Mission for Rwanda
UNAMSIL	United Nations Mission in Sierra Leone
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNITAR	United Nations Institute for Training and Research
UNLB	United Nations Logistics Base at Brindisi
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIH	United Nations Mission in Haiti
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISET	United Nations Mission of Support in East Timor
UNMOP	United Nations Mission of Observers in Prevlaka
UNMOT	United Nations Mission of Observers in Tajikistan
UNOMIG	United Nations Observer Mission in Georgia
UNOSOM	United Nations Operation in Somalia

I. Introduction

1. The number of active peacekeeping operations during the reporting period was 12 (excluding the United Nations Logistics Base at Brindisi). The overall peacekeeping expenditure level for the 2002/03 period totalled some $2.3 billion, which represented an 8 per cent decrease compared with the $2.5 billion expenditure level for the preceding 12-month period ended 30 June 2002, owing mainly to the drawdown of UNMISET, the liquidation of UNMIBH and the reduction of troop levels in UNIFIL. Consequently, the peak number of troops and civilian police deployed during the reporting period decreased, respectively, to 34,901 and 6,181 from 38,100 and 7,957 during the 2001/02 period. The peak number of military observers increased slightly from 1,826 in the period 2001/02 to 1,929 in the period 2002/03. The peak number of civilian staff in missions decreased from 16,600 in the period 2001/02 to 11,165 in the period 2002/03.

2. The 2002/03 period is the first performance period for which departments were able to assess their performance against the baselines that were established as part of the 2002/03 budget. The extent to which progress has been made against the expected accomplishments is presented in the results-based budgeting frameworks which compare actual indicators of achievement with planned indicators of achievement. Information on planned and actual outputs is provided in an addendum to the present report.

II. Resource performance for the period from 1 July 2002 to 30 June 2003

3. Against the apportionment of $100,896,200 for the period from 1 July 2002 to 30 June 2003, expenditures amounted to $97,145,400. This resulted in an unencumbered balance of $3,750,800, representing 3.7 per cent of the resources approved for the period. The unencumbered balance was attributable mainly to the actual vacancy rate being higher than the budgeted rate and to underexpenditures in respect of consultants, official travel and information technology.

4. Underexpenditures for consultants, travel and information technology are due mainly to: (i) a management decision to use in-house resources over external consultancies; (ii) the cancellation of official travel to the Middle East for security reasons; and (iii) the co-sharing of information technology facilities between the Department of Peacekeeping Operations and the Information Technology Services Division.

Summary of resource performance by category

(Thousands of United States dollars)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	81 539.6	79 709.8	1 829.8	2.2
II. Non-post resources				
General temporary assistance	630.0	568.2	61.8	9.8
Consultants	1 907.6	1 321.8	585.8	30.7
Official travel	3 241.5	2 612.9	628.6	19.4
Facilities and infrastructure	6 355.5	6 306.3	49.2	0.8
Communications	856.4	792.6	63.8	7.4
Information technology	5 524.1	4 864.8	659.3	11.9
Other supplies, services and equipment	841.5	969.0	(127.5)	(15.2)
Subtotal, category II	**19 356.6**	**17 435.6**	**1 921.0**	**9.9**
Gross requirements, categories I-II	**100 896.2**	**97 145.4**	**3 750.8**	**3.7**
III. Staff assessment income	13 739.3	13 057.3	682.0	5.0
Net requirements, categories I-III	**87 156.9**	**84 088.1**	**3 068.8**	**3.5**

Other income and adjustments

(Thousands of United States dollars)

Category	*Amount*
Interest income	3 500
Other/miscellaneous income	8
Voluntary contributions in cash	—
Prior-period adjustments	(6)
Savings on or cancellation of prior-period obligations	1 098
Total	**4 600**

A. Department of Peacekeeping Operations

Approved	*Expenditure*	*Approved posts*	*Actual incumbency*
(Millions of United States dollars)			
72.9	70.4	537	494

1. Results-based framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the Executive Office of the Secretary-General on the quality and comprehensiveness of reports and briefings and acceptance of recommendations of the Department of Peacekeeping Operations	• Achieved

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Successful mission planning exercise as assessed by surveyed participants	• Rapid deployment exercise in UNLB over the period 27-31 January 2003. 23 mission support staff participated in the exercise as well as external observers. All participants provided favourable feedback on the exercise and a number of recommendations which will be considered in designing future exercises

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Recommendations from lessons learned and best practices analyses that are adopted as policies and procedures	• Recommendations on MINUCI pre-mandate commitment authority for rapid deployment adopted and implemented for Liberia mission • Guidance package to improve the management of disciplinary issues for all categories of personnel approved and disseminated to all missions • Lessons learned from Sierra Leone experience used for missions planning processes for MINUCI, UNMIL and MONUC, including logistical support for regional organization peacekeeping troops, "re-hatting" of regional troops to United Nations troops, integrated planning of peacekeeping operations, planning and management of disarmament, demobilization and rehabilitation processes, integrated strategies for longer-term national recovery and stability and extension of State authority, and coordinated regional and international responses to crises

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Departmental business plans, performance appraisal system and budget submissions that are aligned with the Department of Peacekeeping Operations Under-Secretary-General Programme Management Plan	• Achieved
Approved department-wide information technology strategy	• To be achieved

(b) Office of Operations

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Adoption of policy recommendations by the competent bodies	• Security Council adoption of recommendations for new or significant adjustments to operations (MINUCI, MONUC, UNAMSIL, UNFICYP, UNIKOM, UNMEE, UNMIBH, UNMISET, UNMOP)
Positive feedback, received through formal and informal channels, on the quality of recommendations	• Achieved

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicator of achievement	*Actual indicator of achievement*
Completion of the mission planning process in line with Security Council demands	• Seven mission planning processes in line with Security Council substantive and time requirements (MINUCI, MONUC x 2, UNAMSIL, UNMIBH, UNMISET x 2)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Missions meet benchmarks of mandate implementation strategies	• Missions met 28 of 60 benchmarks of mission or mandate implementation plans, i.e. Government formed; institutions established; local security situation stabilized; transfer of authorities; regional cooperation; prisoner of war release, repatriation; downsizing; seamless mission handover (benchmarks applicable only to multidimensional missions; excludes monitoring missions)
Number of significant mutually supportive programmes implemented in the field by peacekeeping partners	• 42 significant mutually supportive programmes implemented in the field with peacekeeping partners (Bosnia Herzegovina/Croatia, Democratic Republic of the Congo, Timor-Leste, Eritrea and Ethiopia, Côte d'Ivoire, Republic of Georgia, Serbia and Montenegro, Sierra Leone, Western Sahara)

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of the Office of Operations business plan by the Under-Secretary-General for Peacekeeping Operations	• Approved

(c) Office of Mission Support

Administrative Support Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from legislative bodies and troop-contributing countries	• Given the timely processing of death and disability claims in 2002, the General Assembly has waived the requirement for an annual death and disability status of claims report (see A/C.5/57/37 and General Assembly resolution 57/316) • Briefings to troop-contributing countries on financial and personnel matters, including contingent-owned equipment policy and procedures, received positive assessments. These briefings contributed to a reduction in the average time required to complete negotiations on memorandums of understanding with troop-contributing countries as specified under expected accomplishment 3

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Approval by the Under-Secretary-General for Peacekeeping Operations of mission planning templates	• Approved. Following the rapid deployment exercise in Brindisi, the mission start-up template was amended. Mission start-up templates have been activated for the start-up mission in Liberia and, to some extent, for MINUCI • Work is ongoing to develop full-range of mission templates (Human Resources Planning Unit in the Permanent Management and Support Service). Most modules will be completed by the end of 2004
Established 100-person surge roster with pre-cleared candidates	• Established a 360-person rapid deployment roster, comprising three teams ready to deploy at a minimum of 14 days' notice for up to 90 days. This roster was drawn upon in the establishment of the mission in Côte d'Ivoire

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Reduction in the time frame for the completion of the mission liquidation process and related tasks and closure of mission accounts	• The average duration of the Headquarters phase of liquidation of missions, which was handed over to Headquarters in 2000, was reduced by 33%. In the past (1994–1998) an average of 4.5 years was required to liquidate a mission, whereas in 2000-2003, missions were liquidated in an average of 1.5 years. E.g.: • MICAH was closed in May 2001 and was handed over to the Accounts Division in July 2002 (14 months) • UNMOT was closed in July 2000 and was handed over to the Accounts Division in December 2002 (29 months)
Reduction in the average time required to complete negotiations on memorandums of understanding with troop-contributing countries	• The average time from start of negotiation on memorandums of understanding to signature by troop-contributing countries was reduced from 198 days in 1999 to 102 days in 2002. It is expected that, with the joint United Nations/troop-contributing countries reconnaissance and pre-deployment visits, the average time will be further reduced. Pre-deployment visits started in 2002, while reconnaissance visits started in May 2003 with MONUC and are ongoing for UNMIL (see also the second bullet under expected accomplishment 1, actual indicators of achievement)
Reduction in the average time required to certify claims for payment	• In 2001 there was a backlog of 2-3 years' worth of claims. As of 30 June 2003, this backlog has been cleared • All claims for major equipment and self-sustainment have been processed up to 31 December 2002. Claims for the period from January to June 2003 are currently being certified • Death and disability claims were certified within 90 days • Letters of assist claims were processed within 90 days
Reduction in the average vacancy rate for international staff in missions	• The average vacancy rate in peacekeeping missions was reduced from 24% as of 1 June 2002 to 15% as of 1 June 2003
Satisfaction of surveyed mission leadership with the support provided for human resources	• Satisfaction surveys were conducted with mission leadership and Chief Administrative Officers. They identified the needs for further improvements in human resources issues

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of the Administrative Support Division business plan by the Under-Secretary-General for Peacekeeping Operations/Assistant Secretary-General for Mission Support	• Not approved

Logistics Support Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from legislative bodies and troop-contributing countries	• The report of the Special Committee on Peacekeeping Operations (A/57/767, paras. 59, 108, 159 and 192), the report of the Advisory Committee on Administrative and Budgetary Questions (A/57/772, para. 102) and the report of the Board of Auditors (A/57/5 (vol. II) commended the Division on the air safety, communication and information technology, training, HIV/AIDS awareness initiatives and property management undertaken during the year

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Certification by the Under-Secretary-General for Peacekeeping Operations/Assistant Secretary-General for Mission Support, of readiness of existing mission start-up kits and rapid response procedures	• Achieved. All sections within the Logistics Support Division undertook an exercise to ensure that authorized start-up kits were up to full strength and quickly deployable
Certification by the Under-Secretary-General for Peacekeeping Operations/Assistant Secretary-General for Mission Support, of readiness of 50 per cent of approved modules on strategic deployment stocks and rapid response procedures	• The total allotment for strategic deployment stocks amounted to $141.5 million and 65.5% of the funds resulted in procurement activity; $48.8 million was carried over to the next financial year • Strategic deployment stocks assets were used to fulfil requirements for MINUCI

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Positive results from mission survey on Headquarters logistics support	• Both mission leadership survey and Chief Administrative Officer satisfaction survey commented positively on Logistics Support Division performance
Acceptance of individual mission support plans by the Assistant Secretary-General for Mission Support	• 5 missions operational support plans for MONUC, MINUCI, UNAMSIL, UNMIL and UNMISET
Acceptance by chief administrative officers of recommendations of asset management review team	• Asset management reviews completed for 12 special field missions jointly with the mission technical support staff. In addition, 2 reviews were undertaken in the air operations and motor transport cost centres as follows: • An integrated transport resource review conducted at MONUC, UNAMSIL and UNMEE with a view to optimizing use of all means of transporting passengers and cargo within the mission area • A review of motor transport operations in missions. As a result, motor transport expenditures for procurement were reduced by 8.5% based on new contract values
Acceptance by chief administrative officers, the Chief of Integrated Support Services and the Assistant Secretary-General for Mission Support, of global peacekeeping logistics support plan	• Establishment of a global peacekeeping logistics support plan no longer considered to be practical. Instead, specifically customized support concepts were developed for the individual technical support areas, which have been successfully tested during the rapid deployment exercise, conducted at UNLB, and were subsequently utilized during the establishment of MINUCI
Successful test of communication and information technology disaster recovery plan	• The information and communication technology disaster recovery plan was successfully tested at UNLB. No data was lost or compromised; all systems at UNLB remained fully operational and connectivity to missions was not affected adversely during the reporting period • Testing of mission and Headquarters components will continue in 2004
Acceptance of acquisition process review report by the Assistant Secretary-General for Mission Support	• Accepted

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of the Logistics Support Division business plan by the Under-Secretary-General for Peacekeeping Operations/Assistant Secretary-General for Mission Support	• Approved

(d) Military Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Military advice is sought and incorporated in planning, resolutions, reports and briefings	• Military advice to Secretary-General and legislative bodies was accepted without substantive change

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of refined military mission planning process by the Under-Secretary-General for Peacekeeping Operations	• As part of the Integrated Mission Planning Process, the refined military mission planning process was approved in principle by the Under-Secretary-General in October 2002

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from missions on the guidance and support provided by the Military Division	• Military Division has received positive feedback from the Special Representatives of the Secretary-General, heads of military components of field missions, and other staff in the Missions in response to the overall support provided by the Division

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of Military Division business plan by the Under-Secretary-General for Peacekeeping Operations	• Approved

(e) Civilian Police Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the Under-Secretary-General for Peacekeeping Operations on advice provided on police matters Positive feedback from police-contributing countries on briefings provided	• Advice on police, judiciary and correction matters to Secretary-General and legislative bodies was accepted without substantive change • In the report of the Special Committee on Peacekeeping Operations (A/57/767, para. 56) the Special Committee stated that it "welcomes the efforts of the Department of Peacekeeping Operations to give comprehensive briefings to Member States on specific peacekeeping operations and generic peacekeeping issues" • The Special Committee also stated, in paragraph 59 of its report, that "the Special Committee commends the Department of Peacekeeping Operations for conducting the first course for troop-contributing countries, New York-based military advisers, civilian police advisers and/or officials responsible for peacekeeping issues at the permanent missions, with the aim of enhancing cooperation and information sharing between the Department and Member States"

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Agreement by Member States to proposed 100-person on-call rapid deployment mechanism	• The report of the Special Committee on Peacekeeping Operations (A/57/767) noted with satisfaction the efforts of the Secretariat to enhance the rapid deployment capacity of military, civilian police and civilian personnel • The report also stated that the Special Committee welcomed the introduction of the civilian police on-call roster, the model headquarters and corresponding job descriptions

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of standardized guidelines and procedures by the Under-Secretary-General for Peacekeeping Operations	• Guidelines and procedures regarding the recruitment and deployment were approved by the Under-Secretary-General
Approval of a code of conduct by police-contributing countries	• Code of conduct was approved by police-contributing countries, resulting in reduction in the number of technical repatriations from 32 in the 2001/02 budget year to 14 in the 2002/03 budget year

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of Mine Action Service business plan by the Under-Secretary-General for Peacekeeping Operations	• Approved by the Under-Secretary-General

(f) Mine Action Service

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of emergency response plan by the Inter-Agency Coordination Group on Mine Action	• Emergency response plan approved by the Inter-Agency Coordination Group in December 2002

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Approval by Under-Secretary-General for Peacekeeping Operations, of mine action standard operating procedures	• The requirement for the Department of Peacekeeping Operations mine action standard operating procedures has been superseded by the development and implementation of International Mine Action Standards (IMAS). Mine Action Service personnel have contributed to IMAS, which were endorsed by the Inter-Agency Coordination Group on Mine Action, chaired by the Under-Secretary-General for Peacekeeping

Information Management System for Mine Action is used in two additional missions	• The Information Management System for Mine Action, previously used in UNIFIL only, is now being used to provide a mined area collation and analysis capability in: • UNMEE (555 hazardous areas, 403 mined areas, 620 minefields entered) • MONUC (240 hazardous areas entered) • Preparations were also made for the introduction of the system in MINURSO during the reporting period and the system has been operational since September 2003
Applicable International Mine Action Standards are used in three missions	• International Mine Action Standards have provided the framework for safe and effective mine action operations in UNMEE, MONUC and UNIFIL

Expected accomplishment 4: Reoriented management culture to enhance the ability to carry out core functions as mandated by the intergovernmental bodies	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of Mine Action Service business plan by the Under-Secretary-General for Peacekeeping Operations	• Approved by the Under-Secretary-General

2. Overall resource requirements of the Department of Peacekeeping Operations

(a) Human resources — incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	334	297	11.1
General Service and related	203	197	3.0

(b) Financial resource performance

(Thousands of United States dollars)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	62 408.9	61 514.2	894.7	1.4
II. Non-post resources				
General temporary assistance	180.0	50.2	129.8	72.1
Consultants	1 520.5	818.8	701.7	46.1
Official travel	2 483.5	2 149.5	334.0	13.4
Facilities and infrastructure	269.5	264.1	5.4	2.0
Communications	545.0	533.6	11.4	2.1
Information technology	4 884.0	4 307.6	576.4	11.8
Other supplies, services and equipment	650.0	798.9	(148.9)	(22.9)
Subtotal, category II	**10 532.5**	**8 922.7**	**1 609.8**	**15.3**
Gross requirements, categories I-II	**72 941.4**	**70 436.9**	**2 504.5**	**3.4**

(c) Analysis of variances[1]

	Variance	
Posts	$894.7	1.4%

5. The unspent balance is attributable mainly to higher than budgeted vacancy rates. The actual vacancy rates were 11.1 per cent for staff in the Professional category and 3 per cent for staff in the General Service and related categories, compared with the budgeted vacancy factors of 8 per cent and 2.5 per cent, respectively.

6. The unspent balance is partially offset by additional requirements for common staff costs in the Military Division, owing to the recruitment of new staff and to the rotation of military officers. The actual vacancy rate in the Division was 4.1 per cent for Professional and higher categories and 0.9 per cent for General Services and related categories. Additionally, for the Department as a whole, some requirements for general temporary assistance were charged against vacant posts, which also reduced the savings under posts.

	Variance	
General temporary assistance	$129.8	72.1%

7. The unspent balance was attributable primarily to temporary assistance for maternity and sick leave being charged against vacant posts.

[1] Resource variance amounts are expressed in thousands of United States dollars.

	Variance	
Consultants	$701.7	46.1%

8. The unspent balance was attributable mainly to: (i) part of the work originally earmarked for consultancy being carried out by staff and specialists recruited on a short-term basis against vacant posts; (ii) fewer training-related consultancies in the Administrative Support Division and in the Military Division; and (iii) difficulties in finding a consulting company for the design and establishment of an overall framework for the ongoing production and update of technical manuals, guidelines and standard operating procedures in the Peacekeeping Best Practices Unit. This project was carried forward to the fiscal year 2003/04 and will be completed with in-house resources.

	Variance	
Official travel	$334.0	13.4%

9. The unutilized balance is due mainly to the postponement of a number of civilian training courses in peacekeeping missions.

10. The cancellation of military training events following a deterioration of security conditions in the host country also contributed to the savings. Part of the funds was utilized to produce additional publications for distribution to Member States and participants in peacekeeping training courses organized by the Military Division.

	Variance	
Information technology	$576.4	11.8%

11. The unspent balance of $576,400 is due mainly to the establishment and co-hosting of the Disaster Recovery and Storage Area Network as well as the shared usage of Internet facilities with the Information Technology Services Division.

	Variance	
Other supplies, services and equipment	($148.9)	(22.9%)

12. The additional requirements of $148,900 are attributable mainly to a decision to utilize savings from other budget lines to produce training materials for distribution to Member States and to participants in peacekeeping training courses organized by the Military Division.

B. Executive Office of the Secretary-General

Approved	Expenditure		
(Millions of United States dollars)		Approved posts	Actual incumbency
0.5	0.5	3	3

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement
Positive feedback from the Secretary-General on briefing notes and recommendations	• The Secretary-General has been pleased with the quality of reports, notes and letters and the speed with which the Executive Office of the Secretary-General has reviewed and returned these documents to the Department of Peacekeeping Operations
100% of reports to intergovernmental bodies are submitted by the due date	• Achieved

2. Human resources – incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage)
Professional and above	2	2	—
General Service and related	1	1	—

3. Financial resource performance

(Thousands of United States dollars)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	452.4	472.5	(20.1)	(4.4)
Gross requirements	**452.4**	**472.5**	**(20.1)**	**(4.4)**
II. Staff assessment income	82.2	85.9	(3.7)	(4.5)
Net requirements, categories I-II	**370.2**	**386.6**	**(16.4)**	**(4.4)**

4. Analysis of variances

	Variance	
Posts	($20.1)	(4.4%)

13. The additional requirements of $20,100 relate to costing parameters and are due to the threshold salary increases on 1 January 2003 that were not budgeted.

C. Office of Internal Oversight Services

Approved	Expenditure		
(Millions of United States dollars)		Approved posts	Actual incumbency
2.5	2.5	16	15

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	Actual indicators of achievement
Positive feedback from the Secretary-General and others on advice, reports and briefings	• Positive comments were made by the Secretary-General in his notes A/57/224 (para. 2), A/57/622 and A/57/718 (para. 2)
Number of peacekeeping recommendations of the Office of Internal Oversight Services adopted by the Secretary-General and others	• Office of Internal Oversight Services audit reports to the General Assembly contained 13 new recommendations, all of which were implemented by 30 June 2003

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations.

Planned indicators of achievement	Actual indicators of achievement
Number of peacekeeping recommendations of the Office of Internal Oversight Services adopted by the Department of Peacekeeping Operations and missions	• The Department of Peacekeeping Operations accepted 401 audit recommendations (88% of the total), of which 321 audit recommendations (71% of the total) were implemented. Additionally, 31 investigation recommendations (48% of the total) were implemented by the Department
Positive feedback from the Department of Peacekeeping Operations and missions on advice, reports and briefings	• The Department of Peacekeeping Operations and relevant missions provided 52 formal responses to audit reports and observations, which contained detailed comments on the findings and recommendations of the Office of Internal Oversight Services

2. Human resources — incumbency performance

Category	Authorized staff	Actual incumbency (average)	Vacancy rate (percentage)
Professional and above	13	12	5.8
General Service and related	3	3	16.7

3. Financial resource performance

(Thousands of United States dollars)

Category	Approved apportionment	Expenditure	Variance	
			Amount	Percentage
I. Post resources	2 182.9	2 222.9	(40.0)	(1.8)
II. Non-post resources				
General temporary assistance	—	12.5	(12.5)	—
Consultants	165.0	163.5	1.5	0.9
Official travel	90.0	78.9	11.1	12.3
Communications	27.0	27.0	—	—
Information technology	61.0	35.6	25.4	41.6
Other supplies, services and equipment	20.0	11.0	9.0	45.0
Subtotal, category II	**363.0**	**328.5**	**34.5**	**9.5**
Gross requirements, categories I-II	**2 545.9**	**2 551.4**	**(5.5)**	**(0.2)**

4. Analysis of resource variances

	Variance	
Posts	($40.0)	(1.8%)

14. The additional requirements of $40,000 relate to costing parameters and are due to the threshold salary increases on 1 January 2003 that were not budgeted.

	Variance	
General temporary assistance	$12.5	—

15. The additional requirements of $12,500 relate to temporary assistance required by the Monitoring, Evaluation and Consulting Division to carry out administrative work relating to the evaluation of the impact of the restructuring of the Department of Peacekeeping Operations as requested by the General Assembly in paragraph 18 of its resolution 56/241 of 24 December 2001.

	Variance	
Official travel	$11.1	12.3%

16. The unspent balance of $11,100 relates mainly to lower than budgeted travel costs as a result of a management decision to hire consultants to carry out a training programme to resident auditors.

	Variance	
Information technology	$25.5	41.6%

17. The unspent balance relates primarily to difficulties in finding a specialized audit automation software package. This item was carried forward to the current period.

	Variance	
Other supplies, services and equipment	$9.0	45.0%

18. The unspent balance of $9,000 relates to training fees being charged to official travel. Part of the funds approved under other supplies, services and equipment was utilized for the purchase of diplomatic pouch bags.

D. Office of Legal Affairs

Approved	Expenditure		
(Millions of United States dollars)		Approved posts	Actual incumbency
0.8	0.6	5	5

1. Results-based framework

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement[a]	*Actual indicators of achievement*
Maximization of the protection of the legal interests, and reductions in exposure to legal liability, of the Organization's peacekeeping operations	• Increased the protection of the legal interests and reduced the exposure to legal liability for the Organization's peacekeeping activities and operations, as evidenced by: • Ensuring that all agreements, contracts and other documents prepared or reviewed by the Office contained provisions or other undertakings maintaining and protecting the status and privileges and immunities of the United Nations • Reducing the Organization's liabilities under claims arising from peacekeeping operations, such as, for example, by assisting in the settlement of a long-standing claim arising out of a contract for logistics capacity for UNOSOM II, UNAMIR and UNMIH for approximately 54% of the originally claimed amount of $1.4 million • Minimizing uncertainty in the quantum of the Organization's overall liability to third parties arising out of peacekeeping operations by providing advice regarding and developing a legal regime relating to such liability • Responding to more than 98% of all matters within 30 days of initial receipt by the Office

[a] The original formulation for the indicator of achievement was "feedback that legal advice resulted in an increased understanding of legal rights." The revised formulation used in this table is consistent with the formulation used by the Office of Legal Affairs in the regular budget, based on changes made by the Committee for Programme and Coordination of the General Assembly. The revised formulation, more particularly, better reflects the benefits of the legal services provided by the Office.

2. Human resources — incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	5	5	6.7
General Service and related	—	—	—

3. Financial resource performance

(Thousands of United States dollars)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	752.7	629.9	122.8	16.3
II. Non-post resources				
Official travel	13.0	—	13.0	100.0
Information technology	12.0	10.1	1.9	15.8
Other supplies, services and equipment	—	3.0	(3.0)	—
Subtotal, category II	**25.0**	**13.1**	**11.9**	**47.6**
Gross requirements, categories I-II	**777.7**	**643.0**	**134.7**	**17.3**

4. Analysis of resource variances

	Variance	
Posts	$122.8	16.3%

19. The unspent balance of $122,800 is attributable primarily to the fact that posts were filled at a lower level than approved.

	Variance	
Official travel	$13.0	100%

20. An amount of $10,000 was approved for travel to UNMIK in relation to legal issues arising out of the new allocation of responsibilities between UNMIK and the Kosovo Assembly. Travel to peacekeeping missions in general was later recommended by the Office of Internal Oversight Services in its report on the in-depth evaluation of legal affairs (E/AC.51/2002/5). The unspent balance is due primarily to the fact that coordination efforts between the Department of Peacekeeping Operations and the Office of Legal Affairs were not finalized before the end of the reporting period. The travel plans have been carried forward and are to be completed in the current fiscal year.

21. Additionally, the amount of $3,000 initially approved for training-related travel was used for training courses held in New York, for which the expenditure was charged to other supplies, services and equipment.

	Variance	
Information technology	$1.9	15.8%

22. Information technology equipment was purchased at a lower cost than budgeted, resulting in underexpenditures of $1,900.

	Variance	
Other supplies, services and equipment	$3.0	0%

23. The additional requirements of $3,000 relate to training courses in legal issues that support peacekeeping missions.

E. Department of Public Information

Approved	Expenditure	Approved posts	Actual incumbency
(Millions of United States dollars)			
0.3	0.3	2	2

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Approval of public information activities by legislative bodies in the context of peacekeeping	• Public information activities were approved for 12 missions

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Deployment of public information staff with commencement of peacekeeping	• Achieved

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Recommendations implemented by missions' public information components	• Provided support in the development of information strategies to MINUCI, UNMEE, MONUC, UNAMSIL, UNOMIG, UNMISET, including recommendations on specific programmes and media outreach. The Department of Public Information also fostered information-sharing among mission public information components, collected data on initiatives and coverage from each mission and conveyed this by report to all missions and the Department of Peacekeeping Operations • Further direct assistance in implementing recommendations may have been possible had there been travel funds in the budget cycle. For example, MONUC needed guidance on several image and public information challenges, including disarmament, demobilization and rehabilitation, and UNMEE required assistance on its strategy regarding the United Nations role in border demarcation as well as assistance in security access to national radio stations

2. Human resources — incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	2	2	4.2
General Service and related	—	—	—

3. Financial resource performance

(Thousands of United States dollars)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	301.5	261.0	40.5	13.4
Gross requirements, categories I-II	**301.5**	**261.0**	**40.5**	**13.4**

4. Analysis of resource variances

	Variance	
Posts	$40.5	13.4%

24. The actual vacancy rate in the department was 4.2 per cent compared to a budgeted rate of 8 per cent. This was offset by the fact that one post was encumbered by staff at a lower level.

F. Department of Management

Approved	Expenditure		
(Millions of United States dollars)		Approved posts	Actual incumbency
22.8	21.9	132	120

1. Results-based framework

(a) Office of Programme Planning, Budget and Accounts

Peacekeeping Financing Division

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the Advisory Committee on Administrative and Budgetary Questions and the General Assembly on the quality of budgets and performance reports submitted	• Positive comments on the quality of the reports and the timeliness of the submission of reports, as indicated in the report of the ACABQ (A/57/772, para. 40), General Assembly resolution 57/290 B of 18 June 2003 (para. 2) and formal statements by 4 delegations and 4 regional groups of the Fifth Committee at its resumed fifty-seventh session in May 2003
100% of submission deadlines for reports to the Department of General Assembly Affairs and Conference Services are met:	• 75% of submission deadlines met
(a) 31 December 2002: active missions;	• Achieved: 22 reports submitted by 19 December 2002
(b) 31 January 2003: inactive missions;	• 1 report submitted on 18 December 2002; 9 reports submitted by 16 April 2003
(c) 28 February 2003: support account for peacekeeping operations and UNLB	• Achieved: 2 support account reports submitted by 10 February 2003 and 2 UNLB reports submitted by 18 December 2002

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the Chief Administrative Officers on budget preparation process	• Favourable comments on support to the Department of Peacekeeping Operations and the missions, as manifested in the Peacekeeping Finance Division client survey (March/April 2003) and in the evaluation of the Turin workshop (July 2003)
100% of troop-contributing countries' payments are authorized for payment by due dates	• Achieved: payments made in July and December 2002 and in March and June 2003

Accounts Division

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Positive audit opinion of the United Nations Board of Auditors on the peacekeeping financial statements	• A positive audit opinion was received for 2001/02 as noted in A/57/5 (Volume II). The audit opinion in respect of 2002/03 is not expected to be available until January 2004
100% of financial statements are available to the Board of Auditors within 3 months after the end of the financial period	• 100% of statements were submitted to the Board on 29 September 2003
100% of payments to troop-contributing countries processed by due dates	• Achieved
100% of payments to peacekeeping staff and vendors processed within 30 days of receipt of all appropriate documents, including changes in staff payroll	• *Vendor claims*: For the period July-December 2002, 77% were processed within 30 days. For the period January-June 2003, 83% were processed within this time frame • Payroll: 100% of payroll payments processed on time • *Travel claims*: For the period July-December 2002, 58% were processed within 30 days; for the period January-June 2003, 77% were processed within 30 days • *Staff separations*: For the period July-December 2002, 88% were processed within 30 days. For the period January-June 2003, 83% were processed within 30 days • *Education grants*: For the period July 2002-June 2003, 95% were processed within 30 days
High level of satisfaction from surveyed clients	• A survey is currently under way. Results will not be known until later in the year

Contributions Services

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from Member States on advice and reports provided	• Positive feedback received from the Chairman of the Committee on Contributions (letter to the Controller)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
90% of communications to Member States for contributions are issued within 30 days after adoption of resolutions and receipt of related instructions from the Office of Programme Planning, Budget and Accounts	• Achieved
20% reduction in backlog of compiled and translated assessment documents	• Achieved (backlog reduced from 32 to 26 documents)

Treasury

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping	
Planned indicators of achievement	*Actual indicators of achievement*
Number of recommendations adopted within the Secretariat and others	• The Advisory Committee on Administrative and Budgetary Questions welcomed the initiative to implement model banking agreements as a means to reduce expenditures on bank fees for peacekeeping missions (A/57/776, para. 88)

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Investments secure with pooled returns equal to or above 90-day United States Treasury bill interest rate benchmark	• Rate of return for period 1 July 2002 to 31 December 2002 was 6.24% versus 1.48% for 90-day United States Treasury bills. Rate of return for period 1 January 2003 to 30 June 2003 was 3.72% versus 1.08% for United States Treasury bills

(b) Office of Human Resources Management

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from the Department of Peacekeeping Operations and missions at start up on the quality and timeliness of services of the Office of Human Resources Management	• Positive feedback from MINUCI on timely medical clearances and identification of host nation medical facilities
100% of the urgent deployment requests of the Department of Peacekeeping Operations for medical clearances are processed on the same day	• Achieved

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from Member States on the efficacy of human resources delegated authority monitoring system	• Feedback expected during fifty-ninth session of the General Assembly within the context of the discussion of all aspects of human resources management
Positive feedback from the Department of Peacekeeping Operations and missions on the quality and timeliness of the services of the Office of Human Resources Management	• The Department of Peacekeeping Operations has positively acknowledged in writing the advice and recommendations provided by OHRM monitoring teams after visits to field operations • The Department of Peacekeeping Operations has positively acknowledged the contribution of the Administrative Law Unit of the Division for Organizational Development of the Office of Human Resources Management for the time and expertise they provided to the Working Group for the development of the "Guidance for Field Missions on Disciplinary Issues"
100% of the medical evacuation requests of the Department of Peacekeeping Operations are processed on the same day	• 402 requests for medical evacuation/repatriation of mission personnel, military observers and civilian police processed on the same day
High level of satisfaction expressed by surveyed participants that training improved their skills	• Feedback from the competency-based interviewing and selection skills workshops indicates an average overall satisfaction rate of 92.8% for the 5 missions visited • Feedback from the briefings for managers, e-PAS simulations and performance management workshops indicates an overall satisfaction rate of 86.7% for the 5 missions visited

(c) Office of Central Support Services

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates	
Planned indicators of achievement	*Actual indicators of achievement*
Procurement Division	
Strategic deployment stock kits accepted by UNLB	• Processed 444 purchase orders for the strategic deployment stock and no purchase orders rejected
High level of satisfaction from surveyed missions at start up	• Achieved — Documented by the Department of Peacekeeping Operations

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations	
Planned indicators of achievement	*Actual indicators of achievement*
Procurement Division	
High level of satisfaction from surveyed Department of Peacekeeping Operations and missions	• Achieved — Documented by the Department of Peacekeeping Operations
75% reduction in number of conforming requisitions unprocessed in Procurement Division after 14 days of receipt	• In 2001, the Procurement Division processed 3,210 requisition lines within 14 days of receipt of requisitions (46% of all requirements received). Comparatively, in 2002 the Division processed 4,111 requisition lines (48% of all requirements received) in 14 days. N.B. Percentage change to be seen in relation to overall increase in total requirements received for processing without corresponding increase in resources equates to an increase of 22% in terms of improved efficiency

Number of procurement tools adopted by missions	• Procurement Division catalogue available on its Intranet
	  • 142 system contracts available on the Division's Intranet
	  • 9 contract templates added to the Division's Intranet
	  • 6 standard procurement templates added to the Division's Intranet
	• Local procurement cases now submitted directly to the Procurement Division — significant efficiency in terms of time due to direct line of communication — actual time savings and efficiencies not quantifiable as no base line analyses conducted — anecdotal feedback from missions
	• Procurement plans submitted from 14 missions with 4 missions (29%) prior to deadline. Information reviewed, consolidated and posted on the Procurement Division Internet site

Archives and Records Management Section	
Standard mission records management programme in use at 2 missions	• MONUC and UNDOF agreed to commit resources to implement in 2004 the recommended improvements following needs assessment for paper and electronic records
Facilities Management Division	
80% of incoming pouches and mail are distributed within 8 hours of receipt	• Indicator fully achieved • Percentage of incoming pouches are screened and distributed within 6 hours of receipt, resulting in a 25% improvement in the target
80% of materials for pouch are dispatched by the next scheduled day of delivery, all first class postal mail dispatched same day and other mail within 24 hours of receipt	• Indicator fully achieved
Inter-office communications are dispatched within 4 hours in Secretariat and 6 hours between outlying buildings	• Indicator fully achieved
Information Technology Services Division	
Positive feedback from surveyed users of information technology services	• Communications and Information Technology Service of the Department of Peacekeeping Operations formally expressed its satisfaction with the services received
Security and Safety Service	
Positive feedback from missions on the increased confidence and competence of United Nations security staff	• Positive feedback received from UNAMSIL, UNOMIG and UNMEE on training in security and safety
Travel and Transportation Service	
Positive feedback from surveyed users of travel and transportation service	• The Travel and Transportation Service 2002 client survey indicated a high level of satisfaction of services provided

2. Overall resource requirements of the Department of Management

(a) Human resources — incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	66	58	12.1
General Service and related	66	62	5.6

(b) Financial resource performance

(Thousands of United States dollars)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	14 520.4	13 820.0	700.4	4.8
II. Non-post resources				
General temporary assistance	450.0	505.5	(55.5)	(12.3)
Consultants	222.1	339.5	(117.4)	(52.9)
Official travel	580.0	324.3	255.7	44.1
Facilities and infrastructure[a]	6 043.4	5 999.6	43.8	0.7
Communications	249.4	232.0	17.4	7.0
Information technology	552.4	500.2	52.2	9.4
Other supplies, services and equipment	165.0	156.2	8.8	5.3
Subtotal, category II	**8 262.3**	**8 057.3**	**205.0**	**2.5**
Gross requirements, categories I-II	**22 782.7**	**21 877.3**	**905.4**	**4.0**

[a] Reflects accommodation costs for all offices.

(c) Analysis of resource variances

	Variance	
Posts	$700.4	4.8%

25. The unspent balance of $700,400 is attributable to higher than budgeted vacancy rates. Actual vacancy rates were 12.1 per cent for staff in the Professional category and 5.6 per cent for staff in the General Service and related categories, as compared to the budgeted rates of 8 per cent and 2.5 per cent, respectively.

	Variance	
General temporary assistance	($55.5)	(12.3%)

26. The additional requirements are attributable primarily to the clearance and prevention of backlogs in payroll, travel and vendor claims in the Accounts Division.

	Variance	
Consultants	($117.4)	(52.9%)

27. The additional requirements in the amount of $117,400 are caused mainly by the additional costs associated with the development, design and delivery of a much more comprehensive training programme in the Specialist Services Division than the one originally planned and budgeted for. At the request of the Department of Peacekeeping Operations, the Division conducted a significantly enhanced training programme which included, in addition to the planned e-PAS and performance

management briefings, e-PAS hands-on simulations for managers and supervisors, competency-based and interviewing skills workshops and performance management workshops. This extended programme had considerable impact in the five missions where it was delivered.

	Variance	
Official travel	$255.7	44.1%

28. The unspent balance of $255,700 was attributable primarily to the postponement of mission subsistence allowance and salary surveys to the Middle East peacekeeping missions by the Specialist Services Division owing to security reasons and the outbreak of war in the region, and to savings in the conduct of on-site investigations, for which the cost of travel was charged to the mission's budget and, when necessary, on-site qualified staff were used to carry out such investigations.

29. In addition, there were lower requirements in the Peacekeeping Financing Division owing to lower than budgeted travel costs for about 70 per cent of participants to the results-based budgeting workshop in Turin, Italy, as well as the cancellation of visits by finance and budget officers to peacekeeping missions in the Middle East owing to security reasons.

30. Trips to three missions were undertaken by staff in Treasury to assess cash transportation, storage policies and procedures to UNAMSIL, MONUC and UNOMIG. The implementation of new cash transportation procedures in UNAMSIL resulted in a total savings of $226,000 for the cash in transit premium of war risk insurance as reflected in the mission's performance report for the period from 1 July 2002 to 30 June 2003 (see A/58/660). During the performance report period, the INSIGHT payment system was implemented in UNFICYP.

	Variance	
Communications	$17.4	7.0%

31. The unutilized balance of $17,400 relates to lower requirements for commercial communications during the reporting period.

	Variance	
Information technology	$52.2	9.4%

32. The underexpenditure of $52,200 related to delays in the procurement of a server in Treasury owing to the specialized nature of the equipment. The requirement was carried forward to the 2003/04 budget.

	Variance	
Other supplies, services and equipment	$8.8	5.3%

33. The unspent balance of $8,800 is primarily attributable to the non-utilization of the provision for the external training of staff in the Peacekeeping Financing

Division owing to the increased workload in the Division resulting from the vacancy of professional posts and to a management decision to prioritize the new budget presentation and the development of the Funds Monitoring Tool.

G. Office of the United Nations Security Coordinator

Approved	*Expenditure*		
(Millions of United States dollars)		*Approved posts*	*Actual incumbency*
1.1	0.9	7	6

1. Results-based framework

Expected accomplishment 1: Improved ability of the Secretary-General, the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make fully informed decisions on issues relating to peacekeeping

Planned indicators of achievement	*Actual indicators of achievement*
Positive feedback from legislative bodies on advice and reports	• The General Assembly, in its resolution 57/155, welcomed the report of the Secretary-General on the protection of United Nations personnel (A/57/300) and the development of minimum operating security standards

Expected accomplishment 2: Reduction of the time required to plan, rapidly deploy and establish peacekeeping operations in response to Security Council mandates

Planned indicators of achievement	*Actual indicators of achievement*
Number of security and safety recommendations adopted by new peacekeeping missions	• 1 substantive recommendation adopted by MINUCI

Expected accomplishment 3: Increased efficiency and effectiveness in conducting, managing, directing and supporting peacekeeping operations

Planned indicators of achievement	*Actual indicators of achievement*
25% reduction in the number of peacekeeping mission personnel killed or wounded by malicious acts or accidents	• No civilian staff of peacekeeping missions killed during the reporting period
Number of security and safety recommendations adopted by peacekeeping missions	• A total of 31 substantive recommendations were implemented by peacekeeping missions
Emergency response team deployed from Headquarters within 8 hours	• Emergency response support for UNOMIG hostage incident deployed from Headquarters within 8 hours of request from the Department of Peacekeeping Operations

2. Human resources — incumbency performance

Category	*Authorized staff*	*Actual incumbency (average)*	*Vacancy rate (percentage)*
Professional and above	5	4	13.3
General Service and related	2	2	—

3. Financial resource performance

(Thousands of United States dollars)

Category	*Approved apportionment*	*Expenditure*	*Variance*	
			Amount	*Percentage*
I. Post resources	920.8	789.3	131.5	14.3
II. Non-post resources				
Official travel	75.0	60.2	14.8	19.7
Facilities and infrastructure	42.6	42.6	—	—
Communications	35.0	—	35.0	100.0
Information technology	14.7	11.3	3.4	23.1
Other supplies, services and equipment	6.5	—	6.5	100.0
Subtotal, category II	**173.8**	**114.1**	**59.7**	**34.3**
Gross requirements, categories I-II	**1 094.6**	**903.4**	**191.2**	**17.5**

4. Analysis of resource variances

	Variance	
Posts	$131.5	14.3%

34. The unspent balance of $131,500 is attributable to the fact that posts were encumbered at a lower level than budgeted. In addition, actual vacancy rates were 13.3 per cent for staff in the Professional category and 0 per cent for staff in the General Services and related categories, compared to the budgeted rates of 8 per cent and 2.5 per cent, respectively.

	Variance	
Official travel	$14.8	19.7%

35. The underexpenditure of $14,800 is attributable to the vacancy of one Security Coordinator post and a decision to prioritize the management of the Iraq crisis by utilizing most of the Security Coordinators in the office and by redeploying them to the region.

	Variance	
Communications	$35.0	100%

36. The unspent balance of $35,000 is attributable to the recording of communication expenses under the regular budget.

	Variance	
Information technology	$3.4	23.1%

37. The unspent balance of $3,400 is attributable mainly to the fact that information technology equipment was purchased at a lower cost than budgeted.

	Variance	
Other supplies, services and equipment	$6.5	100%

38. The unspent balance of $6,500 is attributable to the recording of expenditures for the acquisition of supplies under the regular budget.

III. Activities of the Training and Evaluation Service for the period from 1 July 2002 to 30 June 2003

A. Training assistance requested and provided

Host	*Period*
Kuala Lumpur (Logistics Training Course)	9-27 June 2003
Szolnok, Hungary (Eighth International Military Observers Course)	28 April-16 May 2003 (TES involvement 5-8 May)
South Africa (pre-deployment training for MONUC deployment)	9-14 March 2003
Kiyev (First International United Nations Military Observer Course)	17-21 March 2003
Argentina (Support to Command Post Exercise South 2003)	9-20 June 2003

B. Regular activities

Activity	*Host*	*Period*
Standardized Generic Training Modules Seminar	Nairobi	1-5 July 2002
Standardized Generic Training Modules Seminar	Pattaya, Thailand	August 2002
First United Nations Training Assistance Team/Mission Training Cell Officer Course	Bangkok	26 August-6 September 2002
Standardized Generic Training Modules Seminar	Chile	7-11 October 2002
First Military and Civilian Police Advisers Course	New York	20-30 January 2003
United Nations Training Assistance Team Course	Montevideo	2-16 April 2003
United Nations Training Assistance Team Course	Dakar	9-22 April 2003
On-Call List Training	Szolnok, Hungary	13-22 May 2003
Second United Nations Training Assistance Team/Mission Training Cell Officers Course	Croatia	May 2003
United Nations Training Assistance Team Course	Windhoek	4-17 June 2003
United Nations Training Assistance Team Course	Colombo	2-16 July 2003 (organized and funded from 2002/03 budget)
Emerging Troop-Contributing Countries Course	Solnegorsk, Russian Federation	30 June-18 July 2003 (organized and funded from 2002/03 budget)

39. All peacekeeping training activities requested by Member States were conducted.

IV. Action to be taken by the General Assembly

40. **The action to be taken by the General Assembly is as follows:**

(a) To apply the unencumbered balance of $3,750,800 in respect of the period from 1 July 2002 to 30 June 2003 to the support account requirements for the period from 1 July 2004 to 30 June 2005;

(b) To apply other income and adjustments amounting to $4,600,000, comprising interest income ($3,500,000), miscellaneous income ($8,000) and net savings on or cancellation of prior-period obligations and prior-period adjustments ($1,092,000) in respect of the period from 1 July 2002 to 30 June 2003, to the support account requirements for the period from 1 July 2004 to 30 June 2005.

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Report of the Secretary-General on the activities of the Office of Internal Oversight Services

Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Report of the Office of Internal Oversight Services on the audit of the policies and procedures for recruiting Department of Peacekeeping Operations staff

Note by the Secretary-General

1. Pursuant to General Assembly resolutions 48/218 B of 29 July 1994, 54/244 of 23 December 1999 and 57/287 A of 20 December 2002, the Secretary-General has the honour to transmit, for the attention of the General Assembly, the attached report, conveyed to him by the Under-Secretary-General for Internal Oversight Services, on the audit of the policies and procedures for recruiting staff for the Department of Peacekeeping Operations.

2. The Secretary-General takes note of the findings and generally concurs with the recommendations made in the report, which will contribute to the implementation of human resources management reform in the Secretariat.

04-23264 (E) 010304

Report of the Office of Internal Oversight Services on the audit of the policies and procedures for recruiting Department of Peacekeeping Operations staff

Summary

Pursuant to General Assembly resolution 57/287 A of 20 December 2002, the Office of Internal Oversight Services (OIOS) conducted a further audit of the policies and procedures for recruiting Department of Peacekeeping Operations staff. The audit, which was conducted from May to July 2003, focused on appointments of staff in the Professional category and above made during 2002 on the basis of the recommendations of the appointment and promotion bodies or after review by the central review bodies. Most of the appointments related to additional posts authorized by the General Assembly in its resolution 56/241 of 24 December 2001 for implementing the recommendations of the Panel on United Nations Peace Operations (A/55/305-S/2000/809).

The audit found that the average time frame for recruiting staff in the Professional category and above in the Department of Peacekeeping Operations during 2002 was 347 days. This was significantly higher than the goal of 120 days envisaged in the report of the Secretary-General on human resources management reform (A/55/253 and Corr.1), and was attributable mainly to the substantial effort required to process the large number of applications. Of the 105 vacancies in the Professional category and above filled during 2002, 103 were advertised before the introduction of the new staff selection system, which came into force on 1 May 2002. Recruitment actions for most of those posts were processed through the web-based Galaxy system at a time when the system was still being developed. The problems encountered by the Department and the Office of Human Resources Management during this period, combined with the volume of applications, contributed to slowing down the recruitment process instead of accelerating it. In the opinion of OIOS, the Department of Peacekeeping Operations should be able to significantly reduce the recruitment time frame in future years, particularly because the surge in vacancies experienced during 2001 and 2002 appears unlikely to recur in the near future.

The criteria for determining staff members' eligibility to apply for vacancies have undergone significant changes with the issuance of administrative instruction ST/AI/2002/4 promulgating the new staff selection system from 1 May 2002. Section 5.6 of the instruction appears to indicate that a staff member who has served the minimum occupancy period in a post is eligible to be considered for any post, even if it is two or more levels higher than the staff member's current level. OIOS is concerned that this provision was not articulated in the report of the Secretary-General on human resources management reform or explicitly enunciated in the administrative instruction. The sample review of applications by OIOS showed only one case in which a staff member in the Professional category applied for and was appointed to a post that was two levels higher than the staff member's current level. If Section 5.6 of the administrative instruction was intended to allow staff members to apply and compete for posts two or more levels higher than their current level, the lack of clarity in eligibility requirements may have deprived many staff members of that opportunity. The audit also identified instances in which ineligible staff members were shortlisted and evaluated for an advertised post. In several cases, errors were

made in determining the eligibility of candidates at the 15-day and 30-day marks. These were attributable primarily to the lack of clear eligibility requirements, which are open to different interpretations. OIOS recommended that the Office of Human Resources Management carefully examine the implications of these complex eligibility requirements and clarify them to ensure transparency and equity in recruitment and promotion. *The Office stated that in March 2003, guidelines on the application of eligibility requirements had been published in the Human Resources Handbook on the United Nations Intranet web site. Also, a review of existing eligibility requirements would be conducted as part of the upcoming assessment of the experience acquired from the new staff selection system.*

The biggest challenge facing managers in the Department of Peacekeeping Operations and the Office of Human Resources Management was reviewing approximately 13,800 applications received in response to the 76 vacancy announcements issued during 2002. In the absence of a filtering mechanism in the Galaxy system to assist them in excluding candidates who did not meet the broad requirements of the advertised post, programme managers had to review every application to determine whether the applicant met the broad criteria. In order to improve the efficiency and effectiveness of the recruitment process, OIOS recommended that the Office of Human Resources Management work closely with managers to develop appropriate filtering techniques for screening applications. *The Office commented that advanced search features had been incorporated into Galaxy during 2003 and that they were continuously being reviewed with a view to improving them.*

OIOS found that most Department of Peacekeeping Operations managers did not use numeric scoring methods for evaluating candidates, evidently because the Office of Human Resources Management had informed the Department that the use of such scoring methods was optional. The few managers who used the numeric scoring methodology built into the Galaxy system clearly demonstrated the value of using such a system in increasing objectivity and transparency in recruitment. OIOS recommended that, in accordance with the Secretary-General's proposals for human resources management reform, the Office of Human Resources Management ensure that managers in the Secretariat use numeric ratings based on predetermined evaluation criteria. *The Office commented that the experience gained from the use of numeric scoring methods would be taken into account in considering other methods, which may be less time-consuming, that have emerged with changes in technology since the publication of the report of the Secretary-General three years ago.*

With regard to geographical distribution, in broad terms, the nationalities of staff recruited by the Department of Peacekeeping Operations during 2002 appeared to be well dispersed. OIOS noted that of the 105 candidates appointed against vacancies in the Professional category and above in the Department during 2002, 37 (or 35 per cent) were women. This was an improvement over the previous year, when the figure was 31 per cent. The Department explained to OIOS the special measures it had taken to achieve a better gender ratio and to improve the overall geographical distribution of staff. A continuation of these efforts should lead to further improvements in gender and geographical distribution in the Department.

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I. Introduction

1. Pursuant to General Assembly resolution 57/287 A of 20 December 2002, the Office of Internal Oversight Services (OIOS) conducted a further audit of the policies and procedures for recruiting Department of Peacekeeping Operations staff in the Professional category and above during 2002. Most of the vacancies were related to new posts authorized by the General Assembly in its resolution 56/241 of 24 December 2001 for implementing the recommendations of the Panel on United Nations Peace Operations (A/55/305-S/2000/809). The main objectives of the audit, which was conducted from May to July 2003, were to determine whether existing practices: (a) ensured the effective and efficient management of recruitment; (b) promoted transparency in the selection process; and (c) facilitated the recruitment of the best available candidates with due regard to equitable geographical distribution and gender balance. The audit also reviewed pending recruitment actions that had been initiated in 2002.

2. OIOS examined the recruitment process, conducted "walk-throughs" using the web-based Galaxy system developed by the Office of Human Resources Management, reviewed relevant documentation and interviewed officials of the Office of Human Resources Management and the Department of Peacekeeping Operations. A draft of the present report was made available to the Office of Human Resources Management and the Department of Peacekeeping Operations for review. Their comments are shown in italics.

II. Recruitment process

A. Overall recruitment time frames for vacancies in the Professional category and above

3. The recruitment process commences with the Department's request for the issuance of a vacancy announcement and concludes with the recommended candidate's approval by an official authorized to make the decision on behalf of the Secretary-General. In its previous report on recruiting Department of Peacekeeping Operations staff (A/57/224), OIOS had determined that the average time frame for filling vacancies in the Professional category and above was 264 days for posts approved by the General Assembly on an emergency basis and 362 days for regular posts filled during 2001. The current audit found that the average recruitment time frame for posts in the Professional category and above filled by the Department in 2002 was 347 days (see table 1). Of the 105 vacancies in the Professional category and above filled during 2002, 103 were processed through the former appointment and promotion bodies in accordance with procedures applicable for vacancy announcements issued prior to the introduction of the new staff selection system on 1 May 2002 (see ST/AI/2002/4). Only two vacancies were filled during 2002 under the new staff selection system. The new system enables programme managers to expedite the selection process by considering eligible staff members for a lateral move 15 days after the issuance of the vacancy announcement (i.e., the "15-day mark") and eligible staff members currently serving at one level below the level of the advertised vacancy at the 30-day mark. The average recruitment time frame for the two posts filled during 2002 under the new staff selection system was 154 days.

Table 1
Time frames for recruiting candidates in the Professional category and above

Process steps		Average processing time (days)		
		2001		
From	*To*	*Posts approved on an emergency basis*	*Regular posts*	*2002*
Department's request for vacancy announcement	Vacancy announcement issuance	20	34	27
Vacancy announcement issuance	Vacancy announcement deadline	73	55	69
Vacancy announcement deadline	Shortlist sent to Department	53	34	80
Shortlist sent to Department	Department recommendation	72	185	119
Department recommendation	Secretary-General's approval	46	54	52
Entire process		**264**	**362**	**347**

4. The average recruitment time frame of 347 days was still significantly longer than the goal of 120 days envisaged in the report of the Secretary-General on human resources management reform (A/55/253 and Corr.1). There were no reliable statistics permitting a comparison of that average with the averages of other departments within the United Nations Secretariat. In a report on progress and impact assessment of management improvement measures (A/58/70), the Secretary-General reported to the General Assembly that the recruitment time frame for vacancies in the Secretariat had been reduced to 147 days during the period from May to December 2002. However, the proposed programme budget of the Office of Human Resources Management for the biennium 2004-2005 (A/58/6 (sect. 29C)) indicated that the estimated recruitment time frame for 2002-2003 was 200 days and the target for 2004-2005 was 120 days. A management letter of the Board of Auditors dated 5 May 2003 on the audit of the Office of Human Resources Management indicated that the recruitment time frame in the Secretariat ranged from 136 to 372 days. In the opinion of OIOS, the average time frame of 347 days for filling vacancies in the Professional category and above in the Department of Peacekeeping Operations during 2002 was attributable mainly to the substantial workload associated with the large number of vacancies, including the 64 additional posts approved by the General Assembly in its resolution 56/241 for implementing the recommendations of the Panel on United Nations Peace Operations and processing the large number of applications received in response to the vacancy announcements.

5. Recruitment actions for most of the posts filled by the Department during 2002 were processed through the web-based Galaxy system at a time when the system was still under development. The problems encountered by the Department and by the Office of Human Resources Management during those stages contributed to slowing down the recruitment process instead of accelerating it. Initially, it took some time for programme managers to become familiar with the system and to gain

a proper understanding of its features. The Galaxy system was designed to administer the new staff selection system that was to become effective on 1 May 2002. However, since a vast majority of vacancy announcements relating to posts in the Department had already been issued prior to 1 May 2002 (and therefore were governed by a different recruitment procedure), the Galaxy system processes had to be re-engineered to comply with the requirements of the prevailing appointment and promotion procedure. Also, applications pertaining to military and civilian police vacancies, the circulation of which is limited to Member States, had to be processed outside the Galaxy system since those posts were not to be advertised through Galaxy. Furthermore, in some instances the candidate evaluation and selection process had to be conducted outside of Galaxy owing to technical problems in accessing and recording data in the system.

6. In the opinion of OIOS, the Department of Peacekeeping Operations should be able to significantly reduce recruitment time frames in future years. The surge in vacancies that the Department experienced in 2001 and 2002 as a result of the recommendations of the Panel on United Nations Peace Operations appears unlikely to recur in the near future. Through human resources planning, the Department should be in a better position to anticipate vacancies; the availability of generic job profiles should expedite the issuance of vacancy announcements; and the delegation of selection authority to the heads of departments in accordance with administrative instruction ST/AI/2002/4 should eliminate the time required under the previous system to obtain approvals of the appointment and promotion bodies and the official designated to make the decision on behalf of the Secretary-General. These factors should enable the Department of Peacekeeping Operations to achieve a significantly shorter recruitment time frame in future.

B. Vacancy announcements and generic job profiles

7. In its previous audit (see A/57/224), OIOS identified several inconsistencies and disparities in job requirements for similar posts and/or posts at the same level in the Department of Peacekeeping Operations. OIOS had recommended that the Office of Human Resources Management remedy this situation by preparing generic job profiles and ensuring that the requirements indicated in vacancy announcements were consistent with the respective generic job profiles. The current audit found that generic job profiles had been prepared for a large number of the Department's posts, thereby leading to a greater degree of consistency in job requirements for similar posts and/or posts at the same level. OIOS also noted a high degree of consistency in the job requirements pertaining to posts at the same level in the Department's Military Division and Civilian Police Division. The new staff selection system requires the prior approval of evaluation criteria by the central review bodies. Since the evaluation criteria are based on the requirements indicated in the proposed vacancy announcement, the review of evaluation criteria by the central review bodies serves as a mechanism to minimize or eliminate inconsistencies and disparities between job requirements for similar posts and/or posts at the same level, unlike under the previous system, which did not provide for such reviews by the appointment and promotion bodies prior to the issuance of vacancy announcements. These improvements in recruitment policies and procedures have contributed to a greater degree of consistency in vacancy announcements.

8. Notwithstanding these improvements, OIOS found a few instances in which the job requirements for posts at the same level in the Department of Peacekeeping Operations continued to be inconsistent. For example, vacancy announcements for posts at the P-5 level variously indicated the required amount of experience as "10 to 15 years", "over 13 years" or "minimum 15 years". Likewise, some vacancy announcements for posts at the D-2 level required "significant experience", while others stipulated "minimum experience of 20 years". Another vacancy announcement required "a minimum of 15 to 20 years" of which "over 10 years should be at the international level". The selected candidate had more than 20 years of experience but did not appear to meet the requirement of "over 10 years at the international level". These inconsistencies occurred because no generic job profiles had been prepared for those posts, apparently because such posts were limited in number. *The Department of Peacekeeping Operations clarified that each vacancy announcement had been prepared on the basis of a classified job description or a generic job profile, in accordance with the applicable procedures.* In the opinion of OIOS, the Office of Human Resources Management should standardize the minimum qualifications required for posts at various levels within an occupational group and ensure that future vacancy announcements consistently reflect those requirements. *The Office of Human Resources Management commented that it continued to work with the Department of Peacekeeping Operations to ensure that this was done.*

C. Lack of clarity in eligibility requirements

9. Most of the vacancies filled by the Department in 2002 were governed by recruitment procedures under the old system; that is, they were based on recommendations made by the appointment and promotion bodies. Serving staff members who had been recruited through a national competitive examination or on the basis of a recommendation of an appointment and promotion body were eligible to apply for vacancies at their current level or one level higher, provided they met the applicable seniority requirements (see ST/AI/1999/8, sect. 4.1).

10. The eligibility requirements changed significantly with the introduction of the new staff selection system on 1 May 2002. The new system seeks to implement the Secretary-General's proposals for comprehensive reform of human resources management based on the series of "building blocks" described in his report on human resources management reform (A/55/253). Under the new system, the Office of Human Resources Management reviews candidates' applications and determines their eligibility for consideration at the 15-day, 30-day and 60-day marks in accordance with the provisions of administrative instruction ST/AI/2002/4. Staff members who apply for a lateral move to a post at the same level are eligible to be considered at the 15-day mark, and staff members who apply for a post one level above their current level are eligible to be considered at the 30-day mark, provided they have served for a minimum period of one year in their current functions and have had a prior lateral move at that level. OIOS reviewed a sample of applications and found instances of ineligible staff members being shortlisted and evaluated for the advertised post. There were also several errors in determining the eligibility of candidates who had applied for posts in the Department. One candidate who had never served with the United Nations and was therefore ineligible for consideration at the 30-day mark was nevertheless declared eligible. Some staff members who

were eligible to be considered at the 30-day mark had been considered eligible at the 15-day mark and vice-versa. One staff member who had applied for three different vacancies at the same level was considered to be eligible at the 30-day mark for two posts and at the 60-day mark for the third post. Likewise, a staff member was correctly considered to be an external candidate (and therefore eligible for consideration at the 60-day mark) when he applied for a post, but when he reapplied for the same post upon recirculation of the vacancy he was considered an internal candidate and deemed to be eligible at the 30-day mark.

11. The audit also identified an instance in which a staff member on loan from an organization within the United Nations system was appointed to a post in the Department of Peacekeeping Operations two levels above the staff member's own level. It appeared that this staff member was only eligible for appointment to a post one level higher, in accordance with section 5.4 (b) (i) of the administrative instruction, since the staff member had been granted a special post allowance to a post at that level for a period of more than two years. OIOS was informed that this staff member was considered to be an external candidate, and was therefore eligible at the 60-day mark under section 5.6 of the instruction, which states that all candidates may be considered for any vacancy by the deadline indicated in the vacancy announcement. It would thus appear that staff members can be deemed eligible for any post, including posts that are two or more levels higher than their current level.

12. OIOS is concerned that this eligibility provision, which enables staff members to be considered for posts that are two or more levels higher than their own, has not been articulated in the Secretary-General's report on human resources management reform or clearly spelled out in the administrative instruction. The sample review of applications by OIOS showed only one case (referred to above) of a staff member applying for a post two levels higher than his or her own level. OIOS believes that for recruitment to be transparent and equitable, it is vital that eligibility conditions be unambiguous and clearly understood by staff. The current eligibility requirements are unclear and open to different interpretations. This may have discouraged many staff members from competing for posts two or more levels higher than their current level.

13. The existing eligibility requirements contained in the administrative instruction could give rise to some unintended or undesirable situations. For example, section 5.1 states that staff members have to meet a minimum post occupancy period of two years (or one year with a prior lateral move at their current level) before they can become eligible to be considered for vacancies. As such, a staff member at the P-3 level can be considered eligible at the 60-day mark for a D-1 post if he or she has served in the P-3 post for the prescribed minimum occupancy period. However, this individual's supervisor, serving at the P-5 level, who has not completed the minimum occupancy period in the P-5 post cannot be considered for the D-1 post. This incongruity is especially untenable since one of the principal aims of the new staff selection system is to abolish the time-in-grade requirements used in the past.

14. OIOS is concerned that the eligibility of staff members to be considered for vacancies at two or more levels above their current level may increase the risk of arbitrariness in recruitment and promotion. Existing control mechanisms may prove to be ineffective in preventing such arbitrary actions. The central review body,

which is considered the ultimate guardian of accountability of the recruitment process (see A/55/253, para. 25), may have no reasonable basis for questioning the candidacy of any staff member since the Office of Human Resources Management considers all staff members to be eligible for all posts irrespective of their level, except that staff in the General Service category are not eligible to apply for Professional posts. Furthermore, the Office itself, which has monitoring responsibility, may be unable to prevent abuse because the candidate is formally eligible. In the view of OIOS, the Office of Human Resources Management should carefully examine the implications of the complexities in eligibility requirements arising from the provisions of administrative instruction ST/AI/2002/4 and clarify them for all staff members within the Organization to ensure transparent and equitable eligibility criteria. *The Office of Human Resources Management commented that efforts continued to be made to clarify the eligibility requirements. Since the introduction of the new staff selection system, guidelines for determining eligibility under the administrative instruction had been issued in March 2003 and made available on the United Nations Intranet to all staff members. A help desk had been set up, with responses provided by e-mail, over the telephone and during in-person visits. In addition, training continued to be provided to managers and staff. The Office further commented that a review of the existing eligibility requirements would be conducted as part of the upcoming assessment of the experience acquired in the implementation of the new staff selection system since 1 May 2002.* OIOS will keep this matter under review in the context of General Assembly resolution 57/305 of 15 April 2003, in which the Assembly requested OIOS to conduct a study on the impact of the Secretary-General's human resources management reform, including in areas such as mobility, training and the role of the central review bodies.

D. Screening of applications

15. The biggest challenges facing managers in the Department of Peacekeeping Operations and the Office of Human Resources Management involved reviewing the large number of applications received and making informed selection decisions within a reasonable time frame. In response to 76 vacancy announcements issued in 2002 for posts in the Department (excluding police and military posts, the circulation of which is limited to Member States), 13,796 applications were received. Of those, 7,536 applications, or about 55 per cent, were received and recorded in the Galaxy system. There was no effective filtering mechanism to sort or search the large volume of applications in order to narrow down the number of candidates to those who met the broad requirements of the advertised vacancy. In effect, each application — irrespective of whether it had been received electronically through the Galaxy system or otherwise — had to be reviewed. This imposed a heavy burden on managers and slowed down the recruitment process considerably. The Galaxy system has a search feature, which was of limited value because about 45 per cent of the applications had been received on paper and could not be subjected to an electronic search. The system also has the capability of requiring each candidate to provide specific yes or no answers to questions that can be built into the vacancy announcement. For example, if work experience in a specific area is an essential requirement for the post, each applicant must state whether he or she has that experience. Candidates who do not meet that essential requirement are automatically excluded from further consideration. However, this capability was not used. In the view of OIOS, the use of such a filtering mechanism

would be of immense value to managers, particularly when they are dealing with a large number of applications. The Office of Human Resources Management needs to work closely with managers to develop such filtering techniques to improve the efficiency and effectiveness of the recruitment process. *The Office commented that it had developed and implemented an "advanced search" functionality using a keyword search, which is a convenient and effective tool for screening candidates. This tool was being further enhanced to incorporate the feedback and suggestions received from client departments.*

16. Pursuant to the new staff selection system, effective 1 May 2002, human resources case officers release lists of candidates eligible to be considered at the 15-, 30- and 60-day marks to the concerned manager for further evaluation and selection. Owing to the volume of applications not received through the Galaxy system, including paper applications, the release of those lists was often delayed. Candidates who do not submit their applications within the 15- or 30-day mark are nevertheless eligible to be considered at the 15- or 30-day mark if they meet the eligibility requirements. As a result, managers in the Department of Peacekeeping Operations continued to receive eligible candidates long after those marks had been reached. Some managers said that applications eligible for consideration at the 30-day mark continued to be received even as the selection process was being finalized on the basis of the previous 30-day lists. Sometimes the lists of candidates recommended for selection had to be revised owing to the arrival of a new list, thereby defeating the purpose of the 30-day process. In effect, managers were reviewing 30-day candidates long after the 60-day mark. The Office of Human Resources Management clarified that such incidents occurred because a partial list had been released upon the request of the concerned manager, and the remainder of the list was subsequently transmitted after all applications had been reviewed by the human resources case officer.

III. Use of scoring methods for the evaluation of candidates

17. With a view to increasing transparency in recruitment and preserving the integrity of the process, OIOS had previously recommended that the Office of Human Resources Management develop candidate evaluation criteria in the form of scoring and weighting methods (see A/55/397, recommendation 7). Such scoring methods would enable the reviewing officer to evaluate the qualifications and experience of each candidate in accordance with the evaluation criteria and assign appropriate numerical scores. Candidates with the highest scores could be shortlisted for a competency-based interview. Such an evaluation system would add significant value to the recruitment process and facilitate the shortlisting of the best available candidates. The Office of Human Resources Management had accepted the recommendation and had commented that once the General Assembly endorsed the proposal, the Office would work with departments to formulate a balanced evaluation system. The report of the Secretary-General on human resources management reform envisaged the establishment of numerical scoring methods for evaluating candidates under the new staff selection system.

18. In its previous audit of recruitment in the Department of Peacekeeping Operations (A/57/224), OIOS noted that such an evaluation system had not been established. Although the Office of Human Resources Management had provided some documentation suggesting that a scoring system had been used for evaluating

candidates for certain posts, those evaluations were of limited value. OIOS had again recommended that the Office of Human Resources Management establish a scoring system for evaluating candidates. The Office commented that the Galaxy system, which was being developed at that time, would provide the necessary tools to screen and evaluate candidates on the basis of predetermined rating criteria. However, the use of such an evaluation methodology would be optional.

19. The current audit showed that a sizeable majority of managers in the Department of Peacekeeping Operations did not use numeric scoring methods, evidently because the Office of Human Resources Management had indicated that their use was optional. OIOS noted that even though the Department sought confirmation, the Office did not provide written confirmation that the use of numeric scoring methods was optional. The audit also showed that some managers diligently used numeric scoring methods for evaluation whereby each candidate was given a score on the basis of evaluation criteria, and candidates with the highest scores were shortlisted for competency-based interviews. OIOS was pleased to see a well-reasoned record of managers' assessment of candidates in the Galaxy system, including an analytical description of the candidates' performance during the interview. For vacancies governed by the new staff selection system, managers identified up to four candidates from which the department head could make a selection. The few instances in which managers made good use of numeric scoring methods for evaluating candidates clearly demonstrated their value in enhancing transparency and fairness in the recruitment process. In the opinion of OIOS, the Office of Human Resources Management should ensure that all managers in the Secretariat consistently use numeric scoring methods to evaluate candidates, as envisaged in the report of the Secretary-General on human resources management reform. Necessary guidance on the use of scoring methods could be provided online in the Galaxy system. *The Office of Human Resources Management commented that as part of its ongoing effort to improve the functions in Galaxy, the experience gained in the use of numeric scoring methods would be taken into account in considering other methods, which might be less time-consuming, that had emerged as a result of changes in technology since the publication of the report of the Secretary-General on human resources management reform three years ago.* OIOS will keep this matter under review in the context of General Assembly resolution 57/305.

IV. Geographical distribution and gender balance

A. Equitable geographical distribution

20. Legislative mandates governing the recruitment of Professional staff for posts in the United Nations Secretariat require the Secretary-General to ensure that the highest standards of efficiency, competence and integrity serve as the paramount consideration for employment, with due regard to the principle of equitable geographical distribution, in accordance with Article 101, paragraph 3, of the Charter of the United Nations. Although a vast majority of posts in the Department of Peacekeeping Operations are not governed by the system of desirable ranges set out in General Assembly resolution 42/220 A of 21 December 1987 and reaffirmed by the Assembly in its resolutions 51/226 of 3 April 1997 and 53/221 of 7 April

1999, established recruitment procedures nonetheless require that due regard be paid to recruiting staff on as wide a geographical basis as possible.

21. The General Assembly, in its resolution 55/258 of 14 June 2001, reaffirmed that the Secretary-General should give the fullest regard to candidates with the requisite qualifications and experience already in the service of the United Nations. Furthermore, in its resolution 55/238 of 23 December 2000, the Assembly accepted the recommendation of the Special Committee on Peacekeeping Operations that troop-contributing countries be properly represented in the Department of Peacekeeping Operations, reflecting their contribution to United Nations peacekeeping activities. When recruiting Professional staff members, the Department is therefore required to give due regard to the adequate representation of unrepresented and underrepresented countries and troop-contributing countries. In conjunction with those requirements, the Department is also required to give due regard to special measures for achieving gender equality, as well as the recruitment of candidates who are already in the service of the United Nations.

22. Since most of the posts in the Department of Peacekeeping Operations are not subject to the system of desirable ranges, no clear numerical targets exist to ensure that the Department achieves equitable geographical distribution on the basis of mandated standards. The establishment of such mandated standards becomes further complicated by the fact that some of the major troop-contributing and/or police-contributing countries are overrepresented in the Secretariat with regard to posts covered by the system of desirable ranges. The Department's human resources action plan for 2001-2002, as agreed with the Office of Human Resources Management, stipulated that the Department would continue to make every effort to increase the recruitment of qualified candidates from unrepresented and underrepresented countries. The Department asserted that it also emphasized the need to ensure adequate representation of troop-contributing countries. For example, the Department provided documentation to OIOS indicating that two of the top 10 troop-contributing countries had no representation in the Department as at 30 June 2002. This situation was addressed when three candidates were appointed from those countries during the latter half of 2002.

23. The OIOS analysis of the nationalities of candidates selected for appointment to the 105 posts in the Professional category and above in the Department of Peacekeeping Operations during 2002 revealed the following:

(a) Of the 105 candidates selected, 86, or approximately 82 per cent, were from troop-contributing and/or police-contributing countries. Of the 86 candidates selected, 71 were from troop-contributing countries, including 23 candidates from the top 20 troop contributors. Nine of the selected candidates were from countries that contributed only civilian police, and seven were from countries that had contributed neither troops nor police. However, five of those seven candidates were from countries within the desirable range, and two candidates were from overrepresented countries.

(b) Of the 105 candidates selected, 13 were from countries underrepresented in the Secretariat under the system of desirable ranges, 84 were from countries within the prescribed desirable range and 18 were from overrepresented countries. No candidates from unrepresented countries were selected.

24. In broad terms, the candidates selected by the Department during 2002 appeared to be well-dispersed geographically. However, in view of the special importance attached to equitable geographical distribution by the Organization's legislative bodies, the Department needs to continue to review this matter on an ongoing basis to further improve the geographical distribution of staff in the Department.

B. Gender balance

25. In its previous audit, OIOS indicated that of the 67 Professional staff recruited by the Department during 2001, 21 (or 31 per cent) were women (see A/57/224, para. 27). The current audit found that 37 (or 35 per cent) of the 105 candidates appointed against vacancies in the Professional category and above in the Department during 2002 were women. In the opinion of OIOS, this achievement is significant, particularly in view of the higher number of vacancies filled during 2002.

26. Table 2 provides gender statistics on staff in the Professional category and above in the various offices and divisions of the Department of Peacekeeping Operations as at 30 June 2003. Approximately 52 per cent of those staff members held positions in the Military, Civilian Police and Logistics Support Divisions — functions that are traditionally segregated along gender lines with a male bias. The combined representation of women in those three divisions was very low, at 16 per cent. In the remaining offices and divisions of the Department, the overall percentage of women was considerably higher, at about 48 per cent, although still short of the 50-50 gender distribution goal. The Department explained the special measures that had been taken to achieve a better gender ratio, including the appointment of senior women officers to head the Civilian Police Division, the Administrative Support Division, and the Office of Mission Support. The continuation of such efforts should enable the Department to further improve upon those achievements in gender balance.

Table 2
Gender statistics of staff in the Professional category and above in the Department of Peacekeeping Operations (as at 30 June 2003)

	Number of staff			*Percentage*	
Office	*Male*	*Female*	*Total*	*Male*	*Female*
Office of the Under Secretary-General	18	14	32	56	44
Logistics Support Division	78	16	94	83	17
Military Division	57	7	64	89	11
Office of Operations	34	22	56	61	39
Personnel Management and Support Service	14	23	37	38	62
Finance Management and Support Service	17	16	33	52	48
Civilian Police Division	12	5	17	71	29
Office of the Assistant Secretary-General for Mission Support	0	2	2	0	100
Overall	**230**	**105**	**335**	**69**	**31**

V. Recommendations[1]

27. OIOS made the following recommendations on the basis of its review of the policies and procedures for recruiting staff for the Department of Peacekeeping Operations. Since the same policies and procedures apply to staff recruitment throughout the Secretariat, OIOS suggested that the Office of Human Resources Management consider implementing recommendations 1 to 4 below in recruiting staff for all departments of the Secretariat.

Recommendation 1

28. In order to reduce the recruitment time frame and improve the quality and efficiency of the candidate evaluation process, the Office of Human Resources Management should work closely with programme managers to develop filtering and sorting mechanisms for screening applications based on the requirements of the advertised vacancy (AP2003/55/1/1).

29. *The Office of Human Resources Management commented that it continued to work in this area. An advanced search feature was introduced in 2003 to facilitate the screening of applicants.* OIOS will keep this matter under review in the context of General Assembly resolution 57/305.

[1] The symbols in parentheses in this section refer to an internal code used by OIOS for recording recommendations.

Recommendation 2

30. To enhance transparency and fairness in recruitment, the Office of Human Resources Management should ensure that managers make use of numeric ratings based on evaluation criteria established prior to the issuance of each vacancy announcement, as envisaged in the report of the Secretary-General on human resources management reform. The Office should also provide managers with the guidance necessary for the effective use of such scoring methods (AP2003/55/1/2).

31. *The Office of Human Resources Management commented that as part of its ongoing effort to improve the functions in Galaxy, the experience gained in the use of numeric scoring methods would be taken into account in considering other methods, which might be less time-consuming, that had emerged as a result of changes in technology since the publication of the report of the Secretary-General on human resources management reform three years ago.* OIOS will keep this matter under review in the context of the impending study proposed to be conducted in accordance with General Assembly resolution 57/305.

Recommendation 3

32. The Office of Human Resources Management should ensure that the qualifications and experience required for similar posts and/or posts at the same level are further standardized within the respective occupational groups (AP2003/55/1/3).

33. *The Office of Human Resources Management commented that it had drafted guidelines on developing vacancy announcements and evaluation criteria. In addition, generic job profiles that had been developed since 2001 were being reviewed to ensure clarity and consistency in job requirements.* OIOS will keep this matter under review in the light of the study proposed to be conducted in accordance with General Assembly resolution 57/305.

Recommendation 4

34. The Office of Human Resources Management should carefully review the existing eligibility requirements for appointment of staff to posts at higher levels and issue appropriate clarifications to ensure that: (a) the eligibility criteria are consistent with the proposals on human resources management reform previously submitted to the General Assembly; and (b) staff are fully aware of eligibility requirements for application to various posts (AP2003/55/1/4).

35. *The Office of Human Resources Management accepted this recommendation and commented that a review of existing eligibility requirements would be conducted as part of the upcoming assessment of the experience acquired in the application of the new staff selection system since 1 May 2002.* OIOS will keep this matter under review in the light of the study proposed to be conducted in accordance with General Assembly resolution 57/305.

Recommendation 5

36. The Department of Peacekeeping Operations should continue its ongoing efforts to further improve the geographical and gender distribution of its staff in accordance with the relevant General Assembly resolutions (AP2003/55/1/5).

37. *The Department of Peacekeeping Operations accepted this recommendation.*

(*Signed*) Dileep **Nair**
Under-Secretary-General
Office of Internal Oversight Services